

# Study on Measuring the Quality of Work Life among Third Grade Employees in Naini Industrial Area

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**Abstract—** This research paper based on measure the Quality of Work Life with the help of a self-developed measuring scale among the third grade employees of Naini Industrial Area from various Industries namely Baidyanath Ayurved Bhawan Pvt Ltd, Alstom India Pvt Ltd, Dey's Medical, ITI Ltd, SAIL Marketing Unit and BPCL which is come under the Allahabad District of Uttar Pradesh State. Quality of work life can be defined as the environment at the work place provided to the people on the job. QWL programs is the another dimension in which employers has the responsibility to provide congenial environment i.e. excellent working conditions where people can perform excellent work also their health as well as economic health of the organization is also met. The quality of personal life is always reflected in professional life and vice versa. Now a day to retain the employees in the organization providing healthy QWL is the key factor. In earlier times QWL means only job enrichment. In addition to improving the work system, QWL programs usually emphasize on development of employee skills, the reduction of occupational stress and the development of more co-operative labor-management relations.

**Keywords-** of Work Life (QWL), Job Satisfaction, Employees, Quality of Work Life Factors (QWLF), Employees of Industrial Units in Naini, Allahabad.

## I. INTRODUCTION

Quality of working life has been differentiated from the broader concept of Quality of Life. To some degree, this may be overly simplistic, as Elizur and Shye,(1990)(3) concluded that quality of work performance is affected by Quality of Life as well as Quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid. Whilst Quality of Life has been more widely studied (4), Quality of working life, remains relatively unexplored and unexplained. A review of the literature reveals relatively little on quality of working life. Where quality of working life has been explored, writers differ in their views on its' core constituents. It is argued that the whole is greater than the sum of the parts as regards Quality of working Life, and, therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect. A clearer understanding of the inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace. This consideration of Quality of working Life as the greater context for various factors in the workplace, such as job satisfaction

and stress, may offer opportunity for more cost-effective interventions in the workplace. The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements. Quality of Working Life (QWL) is not only concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well-being. To retain a good talent in the organization it is important for the organization that he should have low stress level and high quality of work life. Measures to improve the quality of work life are 1. Flexibility on job – flexibility on job means flexible working hours, no fixed working hours, different time intervals etc. By this flexibility in the job can be introduced. 2. Job enrichment – job enrichment focuses on designing the job in such a way that becomes more interesting and challenging so that it satisfies the higher level needs. 3. Secured job – security of job should be provided to the employee to make him feel committed and loyal to the organization 4. Grievance handling – the disciplinary procedure, grievance procedures, promotions, and transfer matters should be handled with of justice, fair and equity 5. Participative Management – Employees should be allowed to participate in management participative schemes which may be of several types. There is an all-round demand for developing the humanized jobs which can satisfy workers' higher needs, employ their higher skills and make them better citizens, spouses and parents. The jobs need to be excellent both from the point of view of technology and human needs. The traditional job design needs to be replaced by enriched job design. This demand for redesigning of jobs has come to be known as Quality of Work Life. It enjoins management to treat workers as human resources that are to be developed rather than simply used. The scope of QWL movement which originally included only job redesign efforts based on the socio-technical systems approach has gradually widened very much so as to include a wide variety of interventions such as quality circles, suggestion schemes, employee participation, empowerment, autonomous work team etc. Seyed Mehdi Hosseini (2010) argues that career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the

most interesting methods creating motivation and is a major way to have job enrichment which has its roots in staff and managers 'attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of employees.

## II. NEED OF STUDY

The presence of better Quality of Work Life in any organization, leads to good relationship between employees and employer, and high Job satisfaction of employees. Most Studies on Quality of work Life mainly focused on Metropolitan cities and large scale industries. This study was mainly focused on third grade employees from the various industries in Naini Industrial area. The study on QWL will help in understanding the needs and perception of the employees by the management and take appropriate steps to address employee's concerns. And this study is important because of two reasons first, Area is Small which is till date not focused by management researchers. Second with the help of measuring scale we can measure the current status of QWL. This study measures the variables of QWL and how much they have effect on the employee's satisfaction level and their performance in their working organization.

## III. REVIEW OF LITERATURE

Noor and Abdullah (2012) and Koonmee et al. (2010) study indicate that there is a significant relationship between job satisfaction and quality of work life. Job satisfaction is found to carry more weightage in explaining the relationship among job satisfaction, job involvement and job security with quality of work life. Stephen, A. (2012) The findings of the study regarding perception of employers and employees on QWL variables, revealed ten important QWL factors in SSI These are social support, interpersonal relationship, Recognition, autonomy, working environment, relationship with boss, working hours, governance by rule of law, role clarity and fringe benefits. Muftah, H. A., & Lafi, H. (2011) the result of this study supports that the most important determinant of QWL is physical factors, followed by psychological factors and then social factors. The study indicated that QWL is positively and significantly related to employee satisfaction. Drobnic et al. (2010) suggests that employees that have secured jobs and pay would feel comfortable at the work place and this affects their quality of life. Hosseini (2010) Results have shown that among the eight dimensions of quality of work life, pay fair and adequate pay size, Integration and social cohesion, growth opportunities, continuing security, the integration and development of human Capabilities are related to performance. Guna Seelan Rethinam et al. (2008) this study shows that Health and well-being, Job security, Job satisfaction, Competence development and the balance between work non work life All these components are associated with the quality of work life of IT Employees. Rethinam (2008) study highlights, if the organization provides the appropriate authority to design work activities to the individual employees, then it is highly possible that the work activities can match their employee's needs that contribute to the organizational performance. Che Rose et al. (2006) and Feuer (1989) explained people also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment and high-involvement aimed at boosting the satisfaction and productivity of workers. Murphy and Doherty (2011) revealed that it is not

possible to measure work-life balance in an absolute way as there are personal circumstances which influence the way that is perceived but establishing a harmony that reflects an individual's priorities whereas employees must draw a firm line between their home and work lives and be confident that the line is in the right place. As suggested by researcher Tymon et al. (2011) that employees can improve their perceived career success by balancing long and short-term goals, improving their competence, and communicating openly with their managers. It is a prerequisite to have effective motivation of employees in the workplace (Bansal and Sharma, 2012) Influencing motivation (Hall et al., 2009) leads the combination of two personal variables: tendency to approach success and tendency to avoid failure (Atkinson and Feather, 1966) Some researchers have identified that Masculinity – Femininity dimension also affects motivation whereas fathers tend to use work-life balance measures to spend time with the families where increase their sense of entitlement (Gregory and Milner, 2011) and a voluntary approach to work-life balance may only deliver positive benefits to woman (Doherty, 2004). Herzberg et al. (1959) developed two distinct lists of factors; one is task-related which caused happy feelings or a good attitude within the worker and Herzberg called these as motivators. These are: Recognition, Achievement, Possibility of growth, Advancement, Responsibility, Work itself whereas, other were not directly related to the job itself but related to the conditions that surrounded to do that job. Herzberg named it as hygiene factors: Salary, Interpersonal Relations – Supervisor, Interpersonal Relations – Subordinates, Interpersonal Relations – Peers, Supervision – Technical, Company Policy and Administration, Working Conditions, Factors in Personal Life, Status and Job Security.

## IV. OBJECTIVES

- To find-out the factors affecting the Quality of Work Life among selected respondents.
- To develop a measurement scale for estimate the exist status of Quality of Work Life.
- To give the appropriate suggestions for better improvement.

## V. RESEARCH METHODOLOGY

### A. Primary Data

Primary data directly collected from the respondent with the help of research tool (Questionnaire).

### B. Secondary Data

From Management related Books, Published Journals, News Paper, and Internet etc.

### C. Sample Size

200 Third Grade Employees from the Selected Industrial Unit of Naini Industrial Area.

### D. Sample Collection Tool

In this study a Structured Questionnaire was used as data collection tool. This Questionnaire was designed based on the attributes and variables of QWL reviews and questionnaire from previous studies.

### E. Data Collection Technique

Simple Random sampling technique was used to collect the data.

### F. Respondents

Samples consists of Third grade employees (Clerical Staff, junior supervisors- Technical and Non-Technical both,) 7 Industrial Units (Baidyanath Ayurved Bhawan Pvt Ltd, Alstom India Pvt Ltd, Dey's Medical Ltd, Indian Telephone Industries, SAIL Marketing Unit, Reliance Indian Ltd, A. K. Glass Industries)

### G. Sampling Area

Area of study was Naini, Allahabad. Allahabad is one of the south eastern districts of Uttar Pradesh. It lies between the parallels of North latitudes 24°47' and 25°47' and East longitudes 81°09' and 82°21' longitudes and is surrounded by the districts Pratapgarh and Jaunpur in north, Varanasi in east, Kaushambi in west, Mirzapur and Rewa of Madhya Pradesh on the south. The total geographical area of this district is 5482 Sq. Km. and a population of 5959798 as per 2011 census.

## VI. RESULT AND DISCUSSION

TABLE I. QWL MEASURING SCALE

Variables	Highly Satisfied (4-5)	Satisfied (1-3)	Neutral (0)	Dissatisfied (-1 to -3)	Highly Dissatisfied (-4 to -5)	Status of QWL
5 4 3 2 1 0 -1 -2 -3 -4 -5						
H S S N D HD						
Working Conditions	20	17	11	40	12	D*
Work Safety	11	51	09	22	07	S
Physical Facilities Like Water, Electricity, Family Residential etc.	16	21	03	57	03	D
Work Related Training	28	32	00	31	09	S
Working Environment	07	25	13	30	25	D
Behavior of Superiors	21	16	07	49	07	D
Behavior of Peers	53	22	03	12	10	HS
Skills Utilization	16	23	04	51	06	D
Salary v/s Assigned work	12	07	12	18	51	HD
Adequate Bonus	00	24	01	68	07	D
Health & Medical Facilities	56	21	00	19	04	HS
Fair Wages	22	39	09	23	07	S

Performance based Promotion	11	23	07	33	26	D
Job Security	61	13	01	20	05	HS
Required Authorities	12	06	22	49	11	

\*(D+HD Above 50% = D, HS+S Above 50% = S, N Above 50% = N, HD Above 50% = HD and HS Above 50% = HS)

\*\* All given Values should be read in the percentage form.

TABLE II. TOTAL RESPONDENTS CATEGORY WISE

Variables	Total No of HS Employees	Total No of S Employees	Total No of N Employees	Total No of D Employees	Total No of HD Employees
Working Conditions	40	34	22	80	24
Work Safety	22	102	18	44	14
Physical Facilities Like Water, Electricity, Family Residential etc.	32	42	06	114	06
Work Related Training	56	64	00	62	18
Work Environment	14	50	26	60	50
Behavior of Superiors	42	32	14	98	14
Behavior of Peers	106	44	06	24	20
Skills Utilization	32	46	08	102	12
Salary v/s Assigned work	24	14	24	36	102
Adequate Bonus	00	48	02	136	14
Health & Medical Facilities	112	42	00	38	08
Fair Wages	44	78	18	46	14
Performance based Promotion	22	46	14	66	52
Job Security	122	26	02	40	10
Required Authorities	24	12	44	98	22

According to above given tables of data are measured by the use of simple percentage method which is easily understandable for managerial and non-managerial concern peoples. A measuring scale used for the measurement of exist level of QWL in selected organizations. In given scale 11 point was used for different preferences for QWL variables. There are 1 to 3 is satisfaction stage and 4-5 is highly-satisfaction stage while 0 is denoting the neutral response. And -1 to -3 is showing the dissatisfaction of employee and -4 to -5 is indicating the highly-dissatisfaction.

## VII. LIMITATIONS OF THE STUDY

The study is limited to Naini, Allahabad and selected organizations only and therefore, the findings of the study cannot be extended to other areas. All the findings and observations made in the study are purely based on the respondents' answers which may be biased. Time and cost is also another constraint.

## VIII. SUGGESTIONS

- Some organizations are providing transport facility on reasonable fare it will be a good factor for improvement in workers performance and it will also be helpful in removing the problem of late reporting (suggested by employees in an informal discussion)
- Timely salary payment can be helpful in increasing the job satisfaction.
- Some employees are very good in their regular work and want new or up-gradation in their skill so organizations should conduct some performance improvement On The Job (OJT) programs.
- Some workers are very dissatisfied from the behavior of their supervisors so seniors always use a positive way during the dealing with their subordinates.
- There should be an open communication system in case of employee problems regarding to job, and interpersonal conflict etc.

## IX. CONCLUSIONS

The organizations have relationships between workers and seniors, it should be given due consideration. The organizations also lack on certain factors such as working conditions, Canteen, rest room facilities, good rewards, recognition and timely and performance based promotion policy. The organizations need to modify the reward system. Employees who have good educational qualifications and experiences must be preferred. And if these factors are given little more care, the company can maintain good workers with high level of Quality of Work Life, Job satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

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